

**BY ORDER OF THE SECRETARY  
OF THE AIR FORCE**

**AIR FORCE INSTRUCTION 11-290**

**1 JULY 1998**



**AIR FORCE RESERVE COMMAND  
Supplement 1**

**1 December 2000**

**Flying Operations**

**COCKPIT/CREW RESOURCE MANAGEMENT  
TRAINING PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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(Capt Kenneth J. Bauer)  
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This instruction implements AFD 11-2, *Aircraft Rules and Procedures*. It establishes the USAF aircrew training program that supports Air Force objectives and is applicable to all units assigned to or gained by major commands (MAJCOMs) and applies to commanders, operations supervisors, and aircrews assigned or attached to all flying activities of these commands. Lead commands will publish guidance in the specific mission design series (MDS), 11-2 MDS specific vol. 1 and vol. 2, regarding CRM requirements, currency, tracking, and evaluation. If MAJCOMs publish supplements to AFI 11-290, the supplements will define implementation of CRM program, but may not be less restrictive. MAJCOMs will coordinate their supplements with HQ USAF/XOOT. This instruction establishes requirements for developing and managing tailored, mission-specific Cockpit/Crew Resource Management (CRM) training programs and requires CRM training for all Air Force aircrew members. MAJCOMs, field operating agencies (FOAs) and HQ USAF direct reporting units (DRUs) are responsible for establishing and managing their respective programs in accordance with this instruction. CRM programs are mandatory for aircrew members and historically have been geared toward the operational flying environment, the potential exists to adapt fundamental program principles to any task or functional area requiring cooperative or interactive time critical efforts. Attachment 1 provides a glossary of references, acronyms, and terms used in this instruction. AF Form 4031, **CRM Skill Criteria Training/Evaluation Form** lists specific CRM skills which measure the effectiveness of CRM training.

Submit suggested improvements to this instruction on AF Form 847, **Recommendation for Change of Publication**, through training channels, to HQ/USAF/XOOT, 1480 Air Force Pentagon, Washington, DC 20330-1480. This is a new instruction replacing AFI 36-2243, Cockpit/Crew Resource Management Program. Requests for waivers to this instruction should be directed to **Chief Operations Training Division, HQ AF/XOOT, 1480 Air Force Pentagon Washington, DC 20332-1480, DSN 227-7706,**

**Commercial (202) 697-7706, FAX DSN 225-1489, FAX Commercial (202) 695-1489.** MAJCOMs should accept another MAJCOM or Department of Defense (DoD) training only if: it meets the intent of this instruction, a source document is provided, and MAJCOM determines training is equivalent. This publication applies to the Air National Guard (ANG) when published in the ANGIND 2.

**(AFRC)** The OPR for this supplement is HQ AFRC/DOT. This supplement implements and extends the guidance of Air Force Instruction (AFI) 11-290, *Cockpit/Crew Resource Management Training Program*, 1 July 1998. The AFI is published word-for-word without editorial review. Air Force Reserve supplementary material is indicated by “(AFRC)” in boldface type. This supplement describes Air Force Reserve Command (AFRC) procedures to be used in conjunction with the basic instruction. Upon receipt of this integrated supplement discard the Air Force Basic.

### ***Section A—CRM Program Description***

**1.** The Air Force CRM program provides crewmembers with performance-enhancing knowledge and skills directly applicable to their roles in the aerospace mission of the Air Force. CRM training is a key component of a combined effort to identify and manage the conditions that lead to error. The CRM program begins with crewmembers’ initial Air Force flying training and is continuously built upon throughout their operational careers. Training objectives will be tailored to the knowledge and skill level of the aircrew member. As the aircrew member becomes more proficient, CRM training should emphasize performance skills more than academic objectives. Lead commands define "crewmember" in terms of their own operational mission requirements.

**1.** AFRC defines crewmember as one who: is on aeronautical orders, flies in a designated crew position, and has a related AFSC with a prefix of K, Q, or X.

#### **1.1. The CRM program goals are:**

- 1.1.1. Maximize operational effectiveness and combat capability.
- 1.1.2. Preserve Air Force personnel and material resources.

#### **1.2. CRM training will be designed and managed to accomplish the following objectives:**

- 1.2.1. Develop aircrew skills in recognizing and responding to the conditions that lead to aircrew error.
- 1.2.2. Develop aircrew proficiency in CRM skills.

### **2. Program Requirements.**

#### **2.1. Lead Command guidance will:**

- 2.1.1. Establish training frequency, required attendees, and method for tracking crewmember currencies.
- 2.1.2. Use CRM skills criteria, AF Form 4031, to establish the skills training/evaluation criteria.

#### **2.2. Each MAJCOM, FOA and DRU CRM training program must:**

- 2.2.1. Provide training to develop and improve CRM knowledge and skills based on paragraph 6 and AF Form 4031.

2.2.2. Be updated annually to incorporate: "real-world" operational experiences, mishap data, research data, critiques, and flight evaluation trends.

2.2.3. Identify the process for gathering, analyzing and incorporating trend data from MAJCOMs into existing training and evaluation programs.

2.2.4. MAJCOM, FOA and DRU CRM managers will insure continuity of course content with AETC's introductory courses.

### **2.3. CRM skills will:**

2.3.1. Be integrated into flight briefings and debriefings.

2.3.2. Be integrated into training syllabi.

2.3.3. Be evaluated during initial qualification and recurring evaluations.

## ***Section B—Program Management***

**3. Top-Level Direction.** Operational control of the content and delivery of Air Force CRM programs will rest within the MAJCOM, FOA and DRU operations directorates. MAJCOM, FOA and DRU safety and surgeon general directorates will act as advisors and respective subject matter experts to the MAJCOM, FOA and DRU operations directorates for providing input to course content and delivery. The USAF CRM Steering Committee standardizes CRM program requirements, terminology, and core syllabus. Each functional area using the CRM training concept must be represented on the USAF CRM Steering Committee. The committee will meet annually.

### **3.1. Steering Committee Membership:**

3.1.1. HQ USAF director of operations training (XOOT Chair).

3.1.2. HQ AETC/DOF.

3.1.3. HQ ACC/DOT.

3.1.4. HQ AMC/DOT.

3.1.5. HQ AFSOC/DOT.

3.1.6. HQ PACAF/DOT.

3.1.7. HQ USAFE/DOT.

3.1.8. ANG/XOO.

3.1.9. HQ AFRC/DOT.

3.1.10. HQ AFMC/DOV.

3.1.11. HQ AFSPC/DOO.

3.1.12. Air Force Academy Operations Support Squadron (34 OSS).

3.1.13. War Fighter Training Research Division Armstrong Labs (AFRL/HEA) (advisor).

3.1.14. HQ AFSC/SEF (advisor).

3.1.15. Air Force Aerospace Physiology (AFMOA/SGOO) (advisor).

3.1.16. Other technical advisors as required.

#### **4. USAF CRM Working Group.**

4.1. Action officers representing each of the members of the Steering Committee constitute the USAF CRM Working Group. The working group reviews program execution and policy issues and will meet as required. Mandatory topics will include Training Continuum, Standardization, and Research and Development needs. Working group members are:

- 4.1.1. HQ USAF/XOOT CRM Program Manager (Chair).
- 4.1.2. MAJCOM, FOA and DRU CRM program managers.
- 4.1.3. MAJCOM CRM advisors (SE, SG, etc.--maximum two per MAJCOM).
- 4.1.4. HQ AFSC/SEFF and SEPA representatives (technical advisors).
- 4.1.5. HQ AFFSA/XOFD representative (technical advisor).
- 4.1.6. AFMOA/SGOO (technical advisor).
- 4.1.7. AFRL/HE (technical advisor)
- 4.1.8. Other technical advisors as required.

**5. MAJCOM CRM Programs.** Individual MAJCOMs, FOAs and DRUs manage their programs as follows:

**5.** This supplement describes the specific requirements of the AFRC CRM Training. It contains essential guidance on how to implement annual CRM training and specifies what training is required for each specific AFRC Mission Design Series (MDS).

**5.1. CRM Program Manager.** Each MAJCOM, FOA and DRU will appoint a CRM program manager within their operations or equivalent directorate. This individual should be a rated officer whose primary duty should be the management of their MAJCOM's respective CRM training program. CRM program managers should attend CRM industry conferences to keep abreast of current CRM technology and practices. The program manager is responsible for:

- 5.1.1. Ensuring Lead Command's AFI 11-2 MDS specific vol. 1 and vol. 2s provide CRM policy guidance.
- 5.1.2. Implementing Lead Command CRM policy guidance.
- 5.1.3. Ensuring each applicable CRM training phase (paragraph 8) is implemented and evaluated.
- 5.1.4. The forwarding of AF Form 4031, trend data to CRM Instructors/Facilitators.
- 5.1.5. Ensuring a system is in place to collect performance data (i.e. Stan/Eval trends (Skills criteria), mishap reports and HATRs, and Inspector General reports) and send to CRM instructors and facilitators.
- 5.1.6. Evaluating contractor implementation of CRM program objectives. Where discrepancies are identified, initiate corrective actions.

5.1.7. Ensuring Quality Assurance Representatives (QARs) and IGs have current evaluation guidance to evaluate CRM program objectives. Where discrepancies are identified, initiate corrective actions.

5.1.8. Providing feedback to CRM Working Group regarding program status covering: Training Continuum, Standardization, and Research and Development needs.

5.1.9. Interacting with MAJCOM, FOA or DRU CRM advisors (Safety, Aerospace Physiology, etc.) ensuring CRM training is effective and minimizes redundancies with other programs given by Safety, Aerospace Physiology, etc.

**5.2. Command Steering Committees .** MAJCOMs, FOAs and DRUs may establish command steering committees to identify the most effective methods for delivering and administering CRM programs. Command steering committees identify the means and resources for effectively managing the CRM program. The MAJCOM, FOA or DRU commander for operations determines the appropriate Chair for their Steering Committee. These Steering Committees develop consolidated command positions on issues presented before the USAF CRM Steering Committee. Each MAJCOM, FOA and DRU CRM Steering Committee should include:

5.2.1. Safety and aerospace medicine functional managers.

5.2.2. Representatives of other functions as required (i.e., IN, LG, Operations, etc.).

**5.2.3. (Added)** The HQ AFRC program manager will host a CRM Conference periodically to discuss new ideas and directions for AFRC CRM training. Notification will be provided to AFRC units no later than three months prior to the conference dates.

**5.2.3.1. (Added)** The following AFRC members are required to attend the AFRC CRM Conference:

**5.2.3.1.1. (Added)** HQ AFRC program manager (Chair).

**5.2.3.1.2. (Added)** Numbered Air Force (NAF) CRM program managers.

**5.2.3.1.3. (Added)** Individual AFRC unit program managers.

**5.2.3.2. (Added)** The following individuals are invited to the AFRC CRM Conference:

**5.2.3.2.1. (Added)** HQ USAF/XOOT CRM action officer.

**5.2.3.2.2. (Added)** Other MAJCOM CRM program managers.

**5.2.3.2.3. (Added)** HQ AFSC/SEFF representative.

**5.2.3.2.4. (Added)** HQ AFFSA/XOFD representative.

**5.2.3.2.5. (Added)** AFMOA/SGOO CRM action officer.

**5.2.3.2.6. (Added)** AFRL/HE representative.

**5.2.3.2.7. (Added)** Other technical advisors as required.

**5.2.3.3. (Added)** AFRC CRM conference items include, but are not limited to:

**5.2.3.3.1. (Added)** Developing consolidated command positions on issues presented before the USAF CRM Steering committee.

**5.2.3.3.2. (Added)** Making recommendations to maximize commonality between various CRM training programs.

**5.2.3.3.3. (Added)** Determining future training, focusing on common CRM refresher training.

**5.2.3.3.4. (Added)** Reviewing status of CRM program procurement and contract change proposals.

**5.2.3.3.5. (Added)** Recommending course content for weapons systems and undergraduate crewmember CRM training.

**5.2.3.3.6. (Added)** Reviewing individual unit CRM training, highlighting its strengths and weaknesses.

**5.3. (Added)** NAF CRM Program Manager. The NAF CRM program manager is the NAF Chief of Stan/Eval or other individual designated by the NAF/DO.

**5.4. (Added)** Civilian contractors develop AFRC CRM training materials and tailor them to each specific MDS.

### *Section C—Program Development*

**6. Core CRM Curriculum .** CRM knowledge and skill objectives will be tailored to fit the unique characteristics of each primary mission. Navy Aircrew Coordination Training (ACT) equivalent terms are in parenthesis.

**6.1. Managing Core Curriculum.** CRM will be integrated into existing training programs to the maximum extent possible.

**6.1.1. Situational Awareness. (Situational Awareness)** Includes knowledge and skill objectives for preventing the loss of situational awareness, skills for recognizing the loss of situational awareness, and techniques for recovering from the loss of situational awareness.

**6.1.2. Crew Coordination/Flight Integrity. (Leadership and Assertiveness)** Knowledge and skill objectives covering the impact on aircrew performance of command authority, leadership, responsibility, assertiveness, conflict resolution, hazardous attitudes, behavioral styles, legitimate avenues of dissent, and team-building.

**6.1.3. Communication. (Communication)** Includes knowledge of common errors, cultural influences, and barriers (rank, age, experience and position). Skills will encompass listening, feedback, precision and efficiency of communication with all members and agencies (i.e., Crewmembers, Wingmen, Weather, ATC, Intelligence, etc.).

**6.1.4. Risk Management/Decision Making. (Decision Making)** Includes risk assessment, the risk management process, tools, breakdowns in judgment and discipline, problem-solving, evaluation of hazards, and control measures.

**6.1.5. Task Management (Adaptability/Flexibility).** Includes establishing priorities, overload, underload, complacency, management of automation, available resources, checklist discipline, and standard operating procedures.

**6.1.6. Mission Planning/Debrief (Mission Analysis).** Includes pre-mission analysis and planning, briefing, ongoing mission evaluation, and post mission debrief. Also, specific tools and techniques to be used in operational and training missions.

**7. Supporting Information .** HQ AFSC, MAJCOM, FOA, and DRU safety staffs will screen mishap reports for human performance errors. This safety information should be available for use at all phases of CRM training, either as part of simulator scenarios or for CRM case studies. The safety mishap report information must be sanitized according to AFI 91-204, *Safety Investigations and Reports*. Current safety mishap “For Official Use Only” and sanitized “Limited Use” information will be provided to CRM program managers in a timely manner by command/unit safety staff(s) according to AFI 91-204. The safety mishap report information provided may be retained as part of the CRM training program active files until the training value is exhausted. The safety information will then be destroyed or returned to the safety staff that provided it.

**8. CRM Training Phases.** Five phases follow crewmembers through their professional development. MAJCOM, FOA, and DRU participation in course development is essential to training effectiveness and smooth transition from one phase to the next. Each phase of training should prepare individuals to apply the knowledge and skills acquired in their specialty and motivate participants for the next phase of training. This training should utilize the most effective training methods and avoid simply lecturing to students. Video feedback should be used for debriefing. If video recordings or other feedback tools are used, they will be immediately destroyed or erased upon completion of the feedback session to encourage honest student inputs in a non-threatening learning environment. Integrate skills identified in AF Form 4031.

**8.1. Introductory or Awareness Training.** This may be a crewmember's first exposure to CRM. It is normally conducted in a formal training environment by AETC. Trainees learn standard CRM terminology and core concepts. Lesson plans will include a description of the building block approach to CRM training the individual will participate in throughout their operational career.

**8.2. Formal Training Unit (FTU)/Combat Crew Training School (CCTS) CRM Training.** Students learn to apply knowledge and skills related to their assigned aircraft. Academic training is complemented during aircraft/simulator training. Emphasis should be placed on preflight planning, briefing, in-flight utilization, and debrief techniques for CRM. This should include a brief review of CRM core concepts paragraph 6.1. Mission Oriented Simulator Training (MOST) sessions or other simulated or actual operational scenarios may be used as an integral part of CRM training. Evaluate students for technical expertise, as well as the skills based on the six core concepts. If aircrew training devices are not available, students should participate in group problem-solving exercises.

**8.3. Mission-Specific Continuation Training.** MAJCOMs, FOAs and DRUs are responsible for CRM continuation training. This training will reinforce the aircrew's CRM academic knowledge and refocus on skills to accomplish the mission. It also helps aircrews identify and respond to the conditions that lead to error.

8.3.1. Emphasize CRM skills in the mission qualification and continuation training programs so they become inseparable parts of operational practices.

8.3.2. Frequency for recurring CRM continuation training is defined in AFI 11-2 MDS specific vol. 1s. Lead commands are responsible for providing guidance to standardize CRM MDS specific training policy and requirements. All aircrew require Mission-Specific Continuation Train-

ing. Separating training by crew position should be avoided. However, it is not mandatory to conduct this training with a complete aircrew.

**8.3.2.** For all AFRC crewmembers, CRM is an annual training requirement.

**8.3.3. (Added)** The CRM annual training requirement can be fulfilled by attending a directed simulator/ground training session where CRM is part of the curriculum, or by participating in the AFRC CRM training program outlined in paragraph 8.6.

**8.3.3.1. (Added)** AFRC crewmembers who are required by their AFI 11-2 *MDS Specific* Volume 1 to attend a simulator or ground training session where CRM is part of the curriculum will fulfill the annual CRM training requirement by participation in the directed simulator/ground training. This participation fulfills the annual CRM training requirement for the training cycle year in which the training was received.

**8.3.3.2. (Added)** AFRC crewmembers who are not provided the opportunity to attend a simulator or ground training session where CRM is part of the curriculum will fulfill their annual CRM training requirement by participating in the AFRC CRM training program outlined in paragraph 8.6 as administered by the flying unit.

**8.3.3.3. (Added)** When only a portion of a crew complement attend a directed simulator/ground session where CRM training is provided, the crewmembers not attending will use the AFRC CRM training outlined in paragraph 8.6. of this supplement to fulfill their annual training requirement.

**8.3.3.4. (Added)** Crewmembers who have a directed simulator/ground training session where CRM training is provided every 1-1/2 to 2 years will use the AFRC CRM training outlined in paragraph 8.6. of this supplement to fulfill their annual training requirement for those training cycle years which do not include the directed simulator/ground training session.

**8.3.3.5. (Added)** Crewmembers who receive CRM training during a directed simulator/ground session should supplement this training with the AFRC CRM training outlined in paragraph 8.6. of this supplement to reinforce behaviors associated with good CRM practices and to increase mission effectiveness.

**8.4. Flight Instructor Training.** All flight and simulator instructors will complete instructor specific CRM training. This training will normally be accomplished as part of instructor upgrade program. Courseware must build upon the previous blocks of training, both to reacquaint candidates with CRM fundamentals and to maintain continuity of terminology and techniques. MAJCOMs, FOAs and DRUs develop courseware related to instructing and evaluating key skills that apply to command and aircraft-specific missions. Personnel may conduct this training at operational units, flying training units, or a combination, as required. Training will include, but is not limited to, proper use of AF Form 4031.

8.4.1. CRM instructors and evaluators must be highly proficient in all CRM skills, and be experts in the recognition, observation, and reinforcement of these skills as they are applied by aircrew members in a mission environment.

8.4.2. CRM instructor or evaluator training will be included into instructor upgrade programs.



**8.5. Facilitator Training.** Formal CRM academic curricula must be delivered by a trained CRM facilitator. Facilitator training will include training in running exercises, structured crew observation, and effective academic feedback.

**8.5.** Each individual AFRC unit CRM program manager is the wing or squadron chief of Stan/Eval or an individual selected by the OG/CC. This individual is required to supervise the unit CRM training. It is recommended this person be trained by the assisting contractor to guarantee thorough knowledge of CRM material. However, a trained squadron CRM facilitator in the squadron can train others to be facilitators so there are other crewmembers to teach the training. CRM training should be taught by different unit crewmembers who are trained facilitators to get a broad range of issues and ideas.

**8.6. (Added)** AFRC aeromedical, AWACS, bomber, fighter and tanker units. AFRC CRM training consists of two elements initiated by an HQ AFRC and/or NAF Special Interest Item (SII) – a human behavior listed from AF Form 4031 or in AFI 11-2 *MDS Specific* Volume 2 (if CRM criteria is incorporated in the grading areas) and a quarterly CRM, AFI 11-290 - section six, core curriculum Power-Point presentation. AFRC-hired contractors will provide the training materials via the Internet (<https://wrbd003.afres.af.mil/dot4/CRM/default.htm>). HQ AFRC and/or NAF Stan/Eval functions will distribute the quarterly SII via existing means.

**8.6.1. (Added)** Each weapon system will have training materials provided that emphasize the CRM concepts and behaviors specific to their mission.

**8.6.2. (Added)** The contractor will provide the AFRC and/or NAF program managers a copy of the upcoming quarterly CRM presentation for review one month prior to the beginning of the next quarter.

**8.6.3. (Added)** The quarterly CRM presentations:

**8.6.3.1. (Added)** Cover one of the CRM core concepts in AFI 11-290, section six.

**8.6.3.2. (Added)** Are delivered by a unit instructor or CRM program manager during a formal ground training block.

**8.6.3.3. (Added)** Are updated quarterly, covering all CRM core concepts over the course of 1-1/2 years.

**8.6.3.4. (Added)** Are developed to be 15-20 minutes in duration.

**8.6.4. (Added)** In addition to the quarterly presentation, the contractor will provide one to three effective and ineffective scenarios a month via the Internet (same address as above) as they relate to the current AFRC CRM SII. These scenarios:

**8.6.4.1. (Added)** Are provided to use during daily flying operations briefings.

**8.6.4.2. (Added)** Are on a specific CRM behavior listed on AF Form 4031, 11-2 *MDS Specific* Volume 2 (if CRM criteria is incorporated in the grading areas) or another weapons specific behavior list as approved by HQ AFRC.

**8.6.4.3. (Added)** Are specific to each MDS.

**8.7. (Added)** All AETC-gained AFRC crewmembers follow guidance as outlined by AFI 11-290, AETC supplement 1 for your CRM training requirements.

**8.8. (Added)** All AFRC First Standards Aviation Flight Crewmembers receive their annual CRM training as provided by the Federal Aviation Administration.

**9. Data Disposition Schedule.** Data collected using AF Form 4031 must be retained for 6 months. After 6 months data may be destroyed. Disposition approval will be published in AFMAN 37-139 **Records Disposition Schedule**.

**9.1. (Added)** All crewmembers are evaluated on CRM during all periodic flight evaluations. AF Form 4031 or CRM specified grading areas from the appropriate 11-2 *MDS Specific* Volume 2 (if CRM criteria is incorporated in the grading areas), are the assessment tools used for CRM during periodic evaluations. Unit Stan/Eval sections will consolidate any CRM trend information and highlight any CRM trends identified for immediate incorporation into their unit CRM training. The unit's program manager will pass along the consolidated trends at the end of each quarter to the NAF CRM program manager. A negative reply to the NAF CRM program manager is not required if there are not any trends to pass along. The NAF CRM program manager consolidates the CRM trends at their level and passes them along to the HQ AFRC CRM program manger. The HQ AFRC CRM program manager will pass along identified trends to the appropriate contractor and ensures they are incorporated into AFRC CRM training materials. If the AF Form 4031 or appropriate 11-2 *MDS Specific* Volume 2 is not used for CRM training, units need to know that these forms and criteria are the standard they will be graded against during a higher headquarters inspections.

**10. Forms Prescribed:** AF Form 4031, **CRM Skills Criteria Training/Evaluation Form** will be used for CRM skills training and CRM evaluation as prescribed in the MAJCOM supplement. The goal is to identify weak areas as trends to improve CRM training before incidents or accidents occur.

**NOTE:**

MAJCOMs, FOAs, and DRUs will determine the primary weapon system for all dual-qualified personnel and will ensure CRM training is oriented toward the primary weapon system.

PATRICK GAMBLE, Lt General, USAF  
DCS/Air & Space Operations

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

AFI 11-403, *Air Force Aerospace Physiological Training Program*

AFI 91-204, *Safety Investigations and Reports*

AFMAN 11-210, *Instrument Refresher Course(IRC) Program*

OPNAV Instruction 1542.7B

*Abbreviations and Acronyms*

**ATD**—Aircrew Training Device

**CRM**—Cockpit/Crew Resource Management

**DRU**—Direct Reporting Unit

**FOA**—Field Operating Agency

**HATR**—Hazardous Air Traffic Report

**MAJCOM**—Major Command

**MOST**—Mission Oriented Simulator Training

**SA**—Situational Awareness

*Terms*

**Cockpit/Crew Resource Management (CRM)**—The effective use of all available resources--people, weapon systems, facilities, and equipment, and environment -- by individuals or crews to safely and efficiently accomplish an assigned mission or task. The term "CRM" will be used to refer to the training program, objectives, and key skills directed to this end. MAJCOMs may implement their programs as either "cockpit" or "crew" resource management based on their respective missions.

**Communication**—The act of sharing information with others to cause some kind of action: to direct, to inform, to question, or to persuade.

**Crew**—As used in this instruction, any collection of Air Force personnel who routinely work together to accomplish an Air Force mission. For example, an air task order-designated team of fighter pilots and airborne battle managers prosecuting an interdiction mission uses "crew" skills to maximize its effectiveness.

**Crew Coordination**—As used in this instruction the act of working with all the members of the crew to accomplish the tasks of the mission.

**Decision Making**—The ability to choose a course of action using logical and sound judgment based on available information.

**Flight Integrity**—Utilizing all the members of a flying package to accomplish the mission at hand.

**Mission Debrief**—Reviewing and discussing mission accomplishment looking at what was achieved,

what barriers were encountered and how the mission could be accomplished better next time.

**Mission Oriented Simulator Training (MOST)**—Training presented as a part of a CRM program in a realistic, operationally-based simulator environment in real time.

**Mission Planning**—Taking all of the information for a mission and developing short term, long term, and contingency plans to coordinate, allocate, and monitor crew/flight and aircraft resources. Effective planning leads to flight conduct that removes uncertainty, increases mission effectiveness and enhances safety.

**Risk Management**—Logic-based, common sense approach to making calculated decisions on human, material, and environmental factors before, during, and after Air Force mission activities and operations, i.e., on- and off-the-job.

**Situational Awareness (SA)**—In flying, this refers to a aircrew member's continuous perception of self and aircraft in relation to the dynamic environment of flight, threats, and mission, and the ability to forecast, then execute, tasks based upon that perception.

**Skills Criteria**—Defined skills used as the basis for operational training and evaluation. The characteristics of the skill are that they are easily identifiable and offer consistency in grading evaluation.

**Task Management**—The ability to alter a course of action based on new information, maintain constructive behavior under pressure, and adapt to internal and external environment changes.